



## X. OGC, AUTHORITY AND FLRA INITIATIVES - PART G OF THE SURVEY

The FLRA has implemented a number of initiatives to improve the quality of its service. Questions addressing Office of the General Counsel, Authority and FLRA initiatives were presented to assess perceptions of respondents. These questions represent skip patterns; only those respondents who participated in or who were aware of the program were asked to respond to these questions.

### A. Office of the General Counsel Initiatives

1. Policies, Guidances, and Manuals. For the past four years the General Counsel published policies, guidances and the Representation Case Handling Manual and Hearing Officer's Guide. For those respondents who indicated knowledge of these publications, questions were asked about their quality and helpfulness. These findings overall are very encouraging. See Table 50.

Of 585 respondents, 70% agreed with the statement, "the policies, guidance, and manuals are clearly written," 18% neither agreed nor disagreed, and 12% disagreed. Of 282 agency respondents, 80% agreed with the statement; of 253 union respondents, 58% agreed with the statement, of 14 individual respondents, 50% agreed with the statement. Of 584 respondents, 68% agreed with the statement, "the policies, guidances, and manuals provided a thorough discussion of the legal issues," 19% neither agreed nor disagreed, and 12% disagreed. Of 282 agency respondents, 81% agreed, of 251 union respondents, 53% agreed, and of 15 individual respondents, 53% agreed. Of 574 respondents, 64% agreed with the statement, "the policies, guidances, and manuals encouraged alternative approaches for dispute resolution," 23% neither agreed nor disagreed, and 13% disagreed. Of 276 agency respondents, 74% agreed, of 249 union respondents, 50% agreed, and of 14 individual respondents, 72% agreed.

Of 451 respondents, 21% agreed with the statement, "the policies, guidances, and manuals resulted in my filing fewer unfair labor practice charges," 39% neither agreed nor disagreed; and 40% disagreed. Of 176 agency respondents, 11% agreed, of 251 union respondents, 27% agreed, and of 15 individual respondents, 20% agreed.



TABLE 50  
OFFICE OF GENERAL COUNSEL INITIATIVES

	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
<b>G1a.1 The policies, guidance, and manuals: are clearly written.</b>				
<b>All Respondents</b>	585	70%	18%	12%
<b>Role Represented before FLRA</b>				
Agency	282	80%	14%	6%
Union	253	58%	23%	19%
Individual	14	50%	21%	29%
FLRA	24	75%	8%	17%
Other	5	80%	20%	0%
<b>G1a.2 The policies, guidances, and manuals: provide a thorough discussion of the legal issues.</b>				
<b>All Respondents</b>	584	68%	19%	12%
<b>Role Represented before FLRA</b>				
Agency	282	81%	14%	5%
Union	251	53%	28%	19%
Individual	15	53%	7%	40%
FLRA	24	88%	4%	8%
Other	5	80%	20%	0%
<b>G1a.3 The policies, guidances, and manuals: encourage alternative approaches for dispute resolution.</b>				
<b>All Respondents</b>	574	64%	23%	13%
<b>Role Represented before FLRA</b>				
Agency	276	74%	20%	6%
Union	249	50%	27%	23%
Individual	14	72%	21%	7%
FLRA	23	83%	9%	8%
Other	5	100%	0%	0%



TABLE 50 Continued  
OFFICE OF GENERAL COUNSEL INITIATIVES

	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
<b>G1a.4 The policies, guidance, and manuals: result in my filing fewer unfair labor practice charges.</b>				
<b>All Respondents</b>	451	21%	39%	40%
<b>Role Represented before FLRA</b>				
Agency	176	11%	59%	30%
Union	251	27%	25%	48%
Individual	15	20%	27%	53%
FLRA	1	100%	0%	0%
Other	3	34%	33%	33%
<b>G1a.5 The policies, guidance, and manuals: result in my filing more unfair labor practice charges.</b>				
<b>All Respondents</b>	437	14%	48%	38%
<b>Role Represented before FLRA</b>				
Agency	173	5%	60%	35%
Union	242	20%	41%	39%
Individual	14	36%	28%	36%
FLRA	5	0%	0%	100%
Other	2	0%	50%	50%
<b>G1b.1 The policies, guidance, and manuals help me: carry out my responsibilities.</b>				
<b>All Respondents</b>	586	74%	14%	12%
<b>Role Represented before FLRA</b>				
Agency	28	82%	12%	6%
Union	253	64%	17%	19%
Individual	15	40%	33%	27%
FLRA	22	91%	0%	9%
Other	5	100%	0%	0%



TABLE 50 Continued  
OFFICE OF GENERAL COUNSEL INITIATIVES

	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
<b>G1b.2. The policies, guidances, and manuals help me: understand the Authority's case law.</b>				
<b>All Respondents</b>	590	74%	15%	11%
<b>Role Represented before FLRA</b>				
Agency	284	83%	11%	6%
Union	256	65%	19%	16%
Individual	15	53%	20%	27%
FLRA	23	78%	13%	9%
Other	5	80%	20%	0%
<b>G1b.3 The policies, guidances, and manuals help me: apply the Authority's case law.</b>				
<b>All Respondents</b>	585	74%	15%	11%
<b>Role Represented before FLRA</b>				
Agency	282	86%	9%	5%
Union	254	64%	19%	17%
Individual	14	43%	28%	29%
FLRA	23	83%	9%	8%
Other	5	80%	20%	0%
<b>G1b.4 The policies, guidances, and manuals help me: in my daily labor-management relationships.</b>				
<b>All Respondents</b>	553	65%	19%	16%
<b>Role Represented before FLRA</b>				
Agency	276	77%	17%	6%
Union	249	53%	21%	26%
Individual	14	36%	28%	36%
FLRA	5	80%	0%	20%
Other	3	67%	33%	0%



TABLE 50 Continued  
OFFICE OF GENERAL COUNSEL INITIATIVES

	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
<b>G1b.5 The policies, guidances, and manuals help me: understand how cases are processed in a Regional Office.</b>				
<b>All Respondents</b>	567	57%	26%	17%
<b>Role Represented before FLRA</b>				
Agency	278	68%	23%	9%
Union	252	44%	30%	26%
Individual	13	46%	39%	15%
FLRA	13	69%	16%	15%
Other	4	100%	0%	0%
<b>G1c The policies, guidances, and manuals do not help me at all.</b>				
<b>All Respondents</b>	537	12%	16%	72%
<b>Role Represented before FLRA</b>				
Agency	255	6%	13%	81%
Union	239	17%	20%	63%
Individual	14	29%	28%	43%
FLRA	19	5%	5%	90%
Other	4	0%	25%	75%

Of 451 respondents, 14% agreed with the statement, “the policies, guidances, and manuals resulted in my filing more unfair labor practice charges,” 48% neither agreed nor disagreed, and 38% disagreed. Of 173 agency respondents, 5% agreed, of 242 union respondents, 20% agreed, and of 14 individual respondents, 36% agreed. On a very positive note, of 586 respondents, 74% agreed with the statement, “the policies, guidances, and manuals helped me carry out my responsibilities,” 14% neither agreed nor disagreed, and 12% disagreed.

Of 590 respondents, 74% agreed with the statement, “the policies, guidances, and manuals helped me understand the Authority’s case law,” 15% neither agreed nor disagreed, and 11% disagreed. Of 284 agency respondents, 83% agreed, of 256 union respondents, 65% agreed, and of 15 individual respondents, 53% agreed. Likewise, of 585 respondents, 74% agreed with the statement, “the policies, guidances, and manuals helped me apply the Authority’s case law,” 15% neither agreed nor disagreed, and 11% disagreed. Of 282 agency respondents, 86% agreed, of 254 union respondents, 64% agreed, and of 14 individual respondents, 43% agreed.

Of 553 respondents, 65% agreed with the statement, “the policies, guidances, and manuals



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helped me in my daily labor-management relationships,” 19% neither agreed nor disagreed, and 16% disagreed. Of 276 agency respondents, 77% agreed, of 249 union respondents, 53% agreed, and of 14 individual respondents, 36% agreed. Of 567 respondents, 57% agreed with the statement, “the policies, guidances, and manuals helped me understand how cases are processed in a Regional Office,” 26% neither agreed nor disagreed, and 17% disagreed. Of 278 agency respondents, 68% agreed; of 252 respondents, 44% agreed, and of 13 individual respondents, 46% agreed. This large difference between agency and union respondents might be an area that focus group could explore with unions on how to better present materials in policies, guidances, and manuals to assist union respondents.

On a favorable note, of 537 respondents, only 12% agreed with the statement, “the policies, guidances, and manuals did not help me at all, 16% neither agreed nor disagreed, and a majority (71%) disagreed. Of 255 agency respondents, only 6% agreed, of 239 union respondents, 17% agreed, and of 14 individual respondents, 29% agreed.

2. General Counsel Town Meetings. The General Counsel conducted town meetings during 1996/1997. The purpose of the meetings was to exchange ideas and to obtain feedback on issues of concern to labor and management. 18% of respondents (259 of 1,674 respondents) indicated they attended town meetings conducted by the General Counsel in 1996/1997. The responses to the town meetings were positive and supportive. (There were too few individual respondents to arrive at any conclusion about their views. However, they were positive.) See Table 51.

Of 259 respondents, 73% agreed with the statement, “as a result of attending a town meeting I am better informed about what the Authority and the Office of the General Counsel do and how they do it,” 15% neither agreed nor disagreed, and 12% disagreed. Of 132 agency respondents, 79% agreed, and, of 112 union respondents, 64% agreed. Of 259 respondents, 73% agreed with the statement, “as a result of attending town meetings I receive useful information about Authority decisions, and Office of the General Counsel guidances and policies,” 14% neither agreed nor disagreed, and 13% disagreed. Of 133 agency respondents, 84% agreed, and, of 112 union participants, 60% agreed.

Of 255 respondents, 82% agreed with the statement, “as the result of town meetings I have the opportunity for face-to-face contact with Office of the General Counsel staff,” 10% neither agreed nor disagreed, and 8% disagreed. Of 131 agency respondents, 87% agreed, and, of 110 union respondents, 74% agreed. Of 259 respondents, 71% agreed with the statement, “as the result of town meetings I have the opportunity to interact with other labor and management representatives in my community,” 19% neither agreed nor disagreed, 10% disagreed.



TABLE 51  
OFFICE OF GENERAL COUNSEL TOWN MEETINGS

	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
<b>G2b.1 As a result of attending a town meeting I: am better informed about what the Authority and the Office of the General Counsel do and how they do it.</b>				
<b>All Respondents</b>	259	73%	15%	12%
<b>Role Represented before FLRA</b>				
Agency	132	79%	11%	10%
Union	112	64%	20%	16%
Individual	2	100%	0%	0%
Other	2	50%	50%	0%
<b>G2b.2 As a result of attending town meetings I: receive useful information about Authority decisions, and Office of the General Counsel guidances and policies.</b>				
<b>All Respondents</b>	259	73%	14%	13%
<b>Role Represented before FLRA</b>				
Agency	133	84%	9%	7%
Union	112	60%	20%	20%
Individual	2	50%	0%	50%
Other	2	50%	50%	0%
<b>G2b.3a As the result of town meetings I have the opportunity: for face-to-face contact with Office of the General Counsel staff.</b>				
<b>All Respondents</b>	255	82%	10%	8%
<b>Role Represented before FLRA</b>				
Agency	131	87%	8%	5%
Union	110	74%	14%	12%
Individual	2	100%	0%	0%
Other	2	50%	0%	50%



TABLE 51 Continued  
OFFICE OF GENERAL COUNSEL TOWN MEETINGS

	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
<b>G2b.3b As the result of town meetings I have the opportunity: to interact with other labor and management representatives in my community.</b>				
<b>All Respondents</b>	259	71%	19%	10%
<b>Role Represented before FLRA</b>				
Agency	131	73%	20%	7%
Union	111	67%	19%	14%
Individual	2	50%	0%	50%
FLRA	9	89%	11%	0%
Other	2	100%	0%	0%
<b>G2b.3c As the result of town meetings I have the opportunity: to express my concerns about the Authority and the General Counsel's operations and decisions.</b>				
<b>All Respondents</b>	251	62%	25%	13%
<b>Role Represented before FLRA</b>				
Agency	128	62%	28%	10%
Union	110	59%	22%	19%
Individual	2	50%	50%	0%
FLRA	5	80%	20%	0%
Other	2	100%	0%	0%

Finally, of importance, of 251 respondents, 62% agreed with the statement, “as the result of town meetings I have the opportunity to express my concerns about the Authority and the General Counsel’s operations and decisions,” 25% neither agreed nor disagreed, and 13% disagreed. There were essentially little differences between agency and union respondents.

*Comments. G2. Did you attend a town meeting conducted by the General Counsel in 1996 and/or 1997?* (These are examples only. They do not represent a systematic representation of the comments. See Appendix B for the complete set of comments.) (1) Unaware of town meetings, are they published/ advertised? (2) Good job, well done. (3) Typical legal mumbo/jumbo that is politically motivated. (4) Guidance document next best thing to sliced bread! (5) Great job of educating both management and union. Keep the guidance coming. Your efforts have decreased the costs of processing ULP disputes. (6) Management would not allow labor to attend. (7) The meeting I attend seemed to be an FLRA bashing rather than an information sharing. (8) Why should the GC be doing this? The GC is a regulatory and



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enforcement agency. (9) These are wonderful meetings for sharing information. The GC should be commended for his initiatives. (10) Not informed of any town meetings.

### B. Authority Initiatives

The Authority is exploring ways to increase understanding of the Federal sector labor-management program. Respondents were asked how useful conferences, symposiums, and training programs, informal meetings, focus groups, oral arguments in cases, and giving interested parties not directly involved an opportunity to comment on pending issues in the case, would be to address this need. All respondents were asked to answer these questions. There was agreement that the programs will be very useful. Following is a break-out of these program initiatives. See Table 52.

88% (1,320 respondents) agreed that informal meetings to discuss procedures and policies” would be somewhat or very useful. Of 1,236 respondents, 66% agreed that focus groups would be very or somewhat useful.

1,186 respondents (65%) agreed that oral arguments in cases would be very or somewhat useful. Of 508 agency respondents, 52% thought they would be useful; of 503 union respondents, 78% thought they would be useful; and of 91 individual respondents, 76% thought they would be useful.

Of 1,209 respondents, 58% agreed that giving interested parties who are not directly involved in a particular case an opportunity to comment on pending issues in the case would be very or somewhat useful. Of 524 agency respondents, 49% thought they would be useful; of 509 union respondents, 64% thought they would be useful; and, of 88 individual respondents, 76% thought they would be useful.

*Comments. G3. The Authority is exploring ways to increase understanding of the Federal Sector labor-management program and obtain views on labor-management issues. Other, please specify:* (These are examples only. They do not represent a systematic representation of the comments. See Appendix B for the complete set of comments.) (1) Depends on issue and its impact on LMR community. (2) Let us into the NLRB. (3) Publish a newsletter for managers/union. (4) Render timely decisions - if you are wrong, someone will



TABLE 52  
AUTHORITY INITIATIVES

	<u>Number of Respondents</u>	<u>Very/ Somewhat Useful</u>	<u>Of Little/No Use</u>
<b>G3.1 The Authority is exploring ways to increase understanding of the Federal sector labor-management program and obtain views on labor-management issues. How useful is the following: Conferences, symposiums and training programs.</b>			
<b>All Respondents</b>	1,327	92%	8%
<b>Role Represented before FLRA</b>			
Agency	535	93%	7%
Union	556	92%	8%
Individual	97	89%	11%
FLRA	23	91%	9%
Other	47	87%	13%
<b>G3.2 The Authority is exploring ways to increase understanding of the Federal sector labor-management program and obtain views on labor-management issues. How useful is the following: Informal meetings to discuss procedures and policies.</b>			
<b>All Respondents</b>	1,320	88%	12%
<b>Role Represented before FLRA</b>			
Agency	576	87%	13%
Union	552	90%	10%
Individual	94	88%	12%
FLRA	19	86%	14%
Other	47	83%	17%
<b>G3.3 The Authority is exploring ways to increase understanding of the Federal sector labor-management program and obtain views on labor-management issues. How useful of the following: Focus groups.</b>			
<b>All Respondents</b>	1,236	66%	34%
<b>Role Represented before FLRA</b>			
Agency	535	60%	40%
Union	521	73%	27%
Individual	91	67%	33%
FLRA	21	67%	33%
Other	43	61%	39%

TABLE 52 Continued  
AUTHORITY INITIATIVES

	<u>Number of Respondents</u>	<u>Very/ Somewhat Useful</u>	<u>Of Little/No Use</u>
<b>G3.4 The Authority is exploring ways to increase understanding of the Federal sector labor-management program and obtain views on labor-management issues. How useful is the following: Oral arguments in cases.</b>			
<b>All Respondents</b>	1,186	65%	35%
<b>Role Represented before FLRA</b>			
Agency	508	52%	48%
Union	503	78%	22%
Individual	91	76%	24%
FLRA	19	32%	68%
Other	42	67%	33%
<b>G3.5 The Authority is exploring ways to increase understanding of the Federal sector labor-management program and obtain views on labor-management issues. How useful is the following: Giving interested parties who are not directly involved in a particular case an opportunity to comment on pending issues in the case.</b>			
<b>All Respondents</b>	1,209	58%	42%
<b>Role Represented before FLRA</b>			
Agency	524	49%	51%
Union	509	64%	36%
Individual	88	69%	31%
FLRA	21	76%	24%
Other	44	66%	34%

appeal. Nothing happens if you sit on cases! (5) Town meetings are helpful. (6) Set up an information center. (7) No money to travel. (8) Videos on specific issues–20/30 minutes. (9) Published sanitized cases for review.

**2. FLRA Web Site Initiative.** The FLRA has set up a web site. 29% (485) of respondents have used the web site. For those respondents who used the web site, almost all would find it useful to have available FLRA forms (90%), full text of all FLRA decisions (96%) and search capability for FLRA decisions (99%). Interactive training materials online would be useful to 85% of respondents. 89% of respondents would like to have e-mail addresses of FLRA personnel to communicate about case related matters or to obtain assistance. Least useful but still very significant, 66% would find useful the ability to have electronic town meetings. These are excellent findings. The web site has been designed to be user friendly and has been well received by users. Following is a more detailed break-out of responses to the questions.

TABLE 53



## FLRA INITIATIVES

	<u>Number of Respondents</u>	<u>Useful</u>	<u>Not Useful</u>
<b>G5a We are considering adding new features to our Web site. How useful would the following be to you: FLRA forms?</b>			
<b>All Respondents</b>	411	90%	10%
<b>Program</b>			
Unfair Labor Practice Charges	260	90%	10%
Representation Petitions	81	91%	9%
Negotiability Appeals	54	89%	11%
Exceptions to Arbitration Awards	76	88%	12%
<b>Role Represented before FLRA</b>			
Agency	200	86%	14%
Union	160	95%	5%
Individual	21	95%	5%
FLRA	21	81%	19%
Other	8	75%	25%
<b>G5b We are considering adding new features to our Web site. How useful would the following be to you: Full text of all FLRA decisions?</b>			
<b>All Respondents</b>	408	96%	4%
<b>Program</b>			
Unfair Labor Practice Charges	257	96%	4%
Representation Petitions	79	98%	2%
Negotiability Appeals	52	100%	0%
Exceptions to Arbitration Awards	73	100%	0%
<b>Role Represented before FLRA</b>			
Agency	200	96%	4%
Union	158	98%	2%
Individual	21	91%	9%
FLRA	20	90%	10%
Other	8	100%	0%

TABLE 53 Continued



## FLRA INITIATIVES

	<u>Number of Respondents</u>	<u>Useful</u>	<u>Not Useful</u>
<b>G5c We are considering adding new features to our Web site. How useful would the following be to you: Search capability for FLRA decisions?</b>			
<b>All Respondents</b>	414	99%	1%
<b>Program</b>			
Unfair Labor Practice Charges	260	99%	1%
Representation Petitions	81	99%	1%
Negotiability Appeals	54	100%	0%
Exceptions to Arbitration Awards	77	100%	0%
<b>Role Represented before FLRA</b>			
Agency	202	99%	1%
Union	161	99%	1%
Individual	21	95%	5%
FLRA	20	95%	5%
Other	9	100%	0%
<b>G5d We are considering adding new features to our Web site. How useful would the following be to you: Interactive training materials?</b>			
<b>All Respondents</b>	399	85%	15%
<b>Program</b>			
Unfair Labor Practice Charges	253	89%	11%
Representation Petitions	80	88%	12%
Negotiability Appeals	52	81%	19%
Exceptions to Arbitration Awards	71	83%	17%
<b>Role Represented before FLRA</b>			
Agency	197	88%	12%
Union	153	82%	18%
Individual	21	91%	9%
FLRA	19	74%	26%
Other	8	88%	12%

TABLE 53 Continued  
FLRA INITIATIVES

	<u>Number of Respondents</u>	<u>Useful</u>	<u>Not Useful</u>
<b>G5e We are considering adding new features to our web site. How useful would the following be to you: E-mail addresses to communicate with FLRA personnel about case related matters or obtain assistance?</b>			
<b>All Respondents</b>	408	89%	11%
<b>Program</b>			
Unfair Labor Practice Charges	258	90%	10%
Representation Petitions	80	91%	9%
Negotiability Appeals	54	87%	13%
Exceptions to Arbitration Awards	75	88%	12%
<b>Role Represented before FLRA</b>			
Agency	200	90%	10%
Union	158	89%	11%
Individual	21	91%	9%
FLRA	19	68%	32%
Other	9	100%	0%
<b>G5f We are considering adding new features to our web site. How useful would the following be to you: Establish electronic town meetings?</b>			
<b>All Respondents</b>	398	64%	36%
<b>Program</b>			
Unfair Labor Practice Charges	252	69%	31%
Representation Petitions	77	62%	38%
Negotiability Appeals	53	60%	40%
Exceptions to Arbitration Awards	74	62%	38%
<b>Role Represented before FLRA</b>			
Agency	197	64%	36%
Union	152	68%	32%
Individual	21	67%	33%
FLRA	18	33%	67%
Other	9	78%	22%



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that state: “We are considering adding new features to our Web site. How useful would the following be to you?” See Table 53.

Of 411 respondents, 90% said that “FLRA forms” would be useful and 10% said that they would not be. There were little differences between programs participated in nor between agency, union, and individual respondents. Of 408 respondents, 96% said that “full text of all FLRA decisions” would be useful and 4% said that they would not be. There were no differences between programs participated in nor between agency, union, and individual respondents.

Of 414 respondents, 99% said that “search capability for FLRA decisions” would be useful and 1% said that they would not be. There were little differences between programs participated in nor between agency, union, and individual respondents. Of 399 respondents, 85% said that “Interactive training materials” would be useful and 15% said that they would not be. There were little differences between programs participated in nor between agency, union, and individual respondents.

Of 408 respondents, 89% said that “E-mail addresses to communicate with FLRA personnel about case related matters or obtain assistance” would be useful and 11% said that they would not be. There were little differences between programs participated in nor between agency, union, and individual respondents. Of 398 respondents, 64% said that “establish electronic town meetings” would be useful and 36% said that they would not be. There were little differences between programs participated in nor between agency, union, and individual respondents.

*Comments. G6. How can we improve our research services for you?* (These are examples only; they do not represent a systematic representation of the comments. See Appendix B for the complete set of comments.) There were few criticisms of the research services as such. However, many of the suggestions related to an improved Web site where people can search cases using a search engine. Here are some of the suggestions: (1) A search engine on your web site would be outstanding. (2) Local training. (3) Publish decisions in regard to appeals to General Counsel. (4) We have been forbidden to automate the petition form. Typing it is ridiculous—please help! (5) Forms on the Web! Yes, PDF file format or Word, please. (6) 1-800 number. (7) Get absolutely current, go back as far as possible (i.e., on the Internet). (8) Add additional links to page, e.g., DOJ, other Federal servers, etc.